



Coordinator's Manual



<http://www.ncdhhs.gov/humanresources/esb/eapframe.htm>

DHHS EAP Mission Statement

The Department of Health and Human Services Employee Assistance Program (EAP) is committed to restoring, maintaining and strengthening the health and productivity of DHHS employees. To accomplish this, the EAP provides confidential assistance to management and employees in the prevention, early identification, and resolution of personal concerns that impact job performance.

SECTION ONE: DHHS EAP Overview

The Department of Health and Human Services developed and implemented an Employee Assistance Program in July of 1982. The goal of the Department's EAP is to combine sound management principles with a humanitarian approach to assist employees in resolving personal problems that may adversely affect job performance and productivity. Recognizing the need to maintain a safe workplace environment for its employees, the Department implemented a Drug Free Workplace Policy on August 1, 1989. The EAP serves as an integral component of this policy. In August of 1996, the Department introduced a Workplace Violence Prevention Program and the EAP serves as an integral component of this policy also.

SECTION TWO: Definition of EAP

An Employee Assistance Program (EAP) is a worksite resource for organizations designed to enhance employee health and productivity through prevention, identification, and resolution of personal and family problems that might interfere with work.

The specific core of EAP include:

- **Expert management consultation and training in the identification and resolution of job-performance issues**
- **Confidential assessment services**
- **Referrals for appropriate assistance**
- **Appropriate re-integration**
- **Follow-up services**

The following represents the necessary elements for a comprehensive EAP:

- **Policy**
- **Procedures**
- **Management training**
- **Employee orientation**
- **Assessment and referral**
- **Follow-up**
- **Awareness program**
- **Program evaluation**

SECTION THREE: Confidentiality

The DHHS Employee Assistance Program (EAP) is committed to strict confidentiality for persons who seek assistance through the program. The Program Coordinator shall maintain strict confidentiality in order to respect the employee's rights and self-worth. Disclosure of the employee's participation in the EAP will only be released with the written authorization of the employee.

Written authorization must be obtained in all cases: self-referral (if requested), management referral (disciplinary action including a written warning), and mandatory referral (positive screen for alcohol and/or drug, and/or fitness for duty/risk assessment).

The following information may be released to the manager/Program Coordinator once written authorization of the employee is obtained by the EAP Consultant. This information is limited to:

- **Initial contact with EAP**
- **Specific EAP recommendations (when necessary)**
- **Compliance/non-compliance with EAP recommendation(s)**
- **Completion of EAP services**

Employee's personnel files are confidential under state law. The fact that EAP was offered to an employee who is subject to disciplinary action shall be documented in the personnel file. Other information related to EAP which indicated the employee participated in the EAP shall not be documented in the personnel file.

SECTION FOUR: Function of Program Coordinator

This position is located in the Human Resources Department in the divisions, facilities, and schools. The functions of the Program Coordinator are:

A. Program Maintenance

Often times the least noticed but the most important function of the Program Coordinator is their working knowledge of all facets of the EAP. The Program Coordinator may be called upon to:

- Interpret/explain existing policies and procedures for employees and/or managers**
- Coordinate with the EAP Administrator and EAP Consultants on any new program initiatives and/or change in policies and procedures**
- Ensure that the employee's future career opportunities are not compromised by participating in the program**

B. Facilitating Referrals

The Program Coordinators will be called upon to act as a point of contact for employees and managers as an entry into the EAP process. Responsibilities shall include:

- Conducting manager and/or employee conferences in a timely and confidential manner**
- Gathering specific EAP referral information from managers or employees**
- Scheduling referrals for managers and/or employees with the EAP Consultant**

C. Communication/Program Promotion

- Develop an awareness program in conjunction with the Program Administrator on an on-going basis. Methods may include distribution of brochures, posters, special training events, and/or other programmatic issues**
- Discussion of EAP at monthly departmental meetings to keep management abreast of EAP issues (i.e. policy changes), utilization and concerns**
- Communicate with Program Administrator and EAP Consultant regarding program needs**

D. Reintegration

Program Coordinators will be involved with an employee's re-entry back into the workplace after a sustained period of absence. In such cases, the Program Coordinator will:

- Be accessible to managers and employees in order to guarantee a smooth re-entry back into the workplace
- Be accessible to the EAP Consultants and managers regarding updates on an employee's job performance

E. Training

The Program Coordinators shall be responsible for scheduling all new employee and new manager training. They shall coordinate the following with their EAP Consultant:

- New employee training to occur during orientation
- New manager training shall be scheduled at least twice a year
- They may also coordinate other manager and/or employee training, i.e., stress, team building, ect

F. Data Collection

The Program Coordinator shall collect and maintain the following data on a quarterly basis and submit to the EAP Consultant.

- Number and types of awareness efforts within agency
- Number of disciplinary actions in which EAP was recommended.

SECTION FIVE: EAP Personnel

A. DHHS Program Administrator

This position is located in the Human Resources Division in Raleigh. The responsibilities of the EAP Administrator shall include:

- **Serving as the liaison to the DHHS EAP Coordinator and Regional EAP Consultants**
- **Monitoring managerial training sessions and new employee orientation**
- **Developing employee awareness materials to be distributed to DHHS Divisions, Facilities, and Schools**

B. EAP Consultant

The EAP Consultants serve the employees of the Department of Health and Human Services. The EAP Consultant responsibilities include:

- **Provides expert consultation regarding employee performance issues, recommended approaches to specific situations, progress toward achieving objectives with specific cases, etc**
- **Receiving EAP referrals from Coordinators, managers, employees, and/or eligible family members**
- **Conducting a comprehensive assessment to identify an employee's or a eligible family member's problem(s)**
- **Developing a plan of action and recommending appropriate resource(s) for problem resolution, providing follow-up services to employees and/or eligible family members as needed. This includes monitoring and supporting the progress of the employee and improvement of job performance**
- **Conducting managerial training for new supervisors at least twice per year**
- **Conducting and/or providing material as needed for new employee orientation**
- **Providing program consultation to supervisors and EAP Coordinators to ensure appropriate referral and/or actions are taken with a troubled employee**
- **Providing services to coordinate Fitness for Duty/Risk Assessment Evaluations on employees**
- **Serve as a member of each Division/Facility/School Crisis Management Team**

- Provides critical incident management services when needed

SECTION SIX: Types of Referrals

Listed below are the referral procedures that are available to managers and employees.

- **Self Referral** – An employee may decide to seek assistance before his/her job performance has been affected. Employees are encouraged to contact EAP on their own or may ask their manager or the EAP Coordinator to schedule the appointment.
- **Management Referral** – upon issuing disciplinary action due to job performance or behavior, the manager will discuss and offer EAP services to the employee. If the employee accepts the service, the manager shall contact the EAP Coordinator to arrange for referral. Documentation of the offer of EAP assistance shall be included in the disciplinary letter.
- **Mandatory Referral** – Fitness for Duty/Risk Assessment Policy is to provide the Department of Health and Human Services (DHHS) divisions/facilities/schools a means of obtaining a specialized evaluation to determine an employee's medical or psychological fitness to perform essential job functions. Failure to attend the scheduled EAP appointment or failure to be cleared through the Department's EAP as having completed recommended action shall be handled in accordance with established Department and State Personnel Policy for disciplinary action. If an EAP referral is warranted, the EAP Coordinator will contact the EAP Consultant to schedule an appointment.

Fitness for Duty/Risk Assessment Evaluation Procedure:

- When considering a Fitness for Duty/Risk Assessment Evaluation, management shall first consult with their division/facility/school Human Resource (HR) office. The division/facility/school HR office shall consult with the Department's Employee Relations office to discuss the need for an evaluation.
- Once a decision has been made to conduct a Fitness for Duty/Risk Assessment Evaluation, management shall use the DHHS EAP to coordinate and obtain the evaluation. The agency HR office shall provide the following information to the EAP Consultant in advance of the referral:
 1. Precipitating events
 2. Documented performance and/or behavior concerns
 3. Pending or previous disciplinary action
 4. Employee's job description and essential job functions

- **EAP will monitor the employee's compliance with the Fitness for Duty/Risk Assessment Evaluation and will maintain communication with the division/facility/school HR office and the EAP Coordinator. When the employee is approved to return to work, EAP will assist the division/facility/school HR office and the EAP Coordinator in obtaining the necessary medical/psychological information from the treating resource.**
- **Management shall communicate with the employee in person and shall provide the employee a letter outlining:**
 - 1. Workplace concerns**
 - 2. Specific reason(s) for the Fitness for Duty/Risk Assessment Evaluation and any other concerns that negatively impact the workplace**
 - 3. Expectations for compliance in resolving the concern(s)**
 - 4. Consequences for failure to accept all conditions of the referral**
- **Consequences or Failure to Accept or Follow Conditions of the Referral**

Disciplinary action up to and including dismissal shall occur if the employee:

- 1. Fails to comply with a management directive to undergo a Fitness for Duty/Risk Assessment Evaluation or**
- 2. Fails to make the required improvements in performance or conduct.**

SECTION SEVEN: EAP Appointments

There are several ways to contact the EAP Consultant to schedule an appointment.

- **Self referring employees may contact the EAP Consultant directly or may request their manager or Program Coordinator to assist him/her**
- **Management referrals, in which disciplinary action has been taken, shall be channeled through the EAP Coordinator for the referral appointment**
- **In the absence of the EAP Coordinator, the manager should make the referral appointment directly to the EAP Consultant with follow-up notification to the EAP Coordinator of arrangements and why the referral was made.**

The following information shall be relayed to the EAP Consultant for management referrals:

- **Documented job performance problems**
- **Step in the disciplinary process**
- **Employee name, job title, work schedule, and the employee's supervisor**

SECTION EIGHT: Glossary

Listed below are the words that are synonymous with EAP.

- **EAP Coordinator** – The individual within the division/facility/school that is responsible and accountable for the overall operation of the Employee Assistance Program (EAP) within that facility.
- **Assessment and Referral** – The interview process with the EAP Consultant who helps the employee examine the problem(s) and to organize an approach that will help resolve them. This often results in a referral to a helping resource in the community.
- **Personal/Medical Problem** – Any and all kinds of human difficulties that employees and eligible family members may face including, but not limited to: financial, marital, family, physical, legal, alcohol, or other drugs, stress, emotional, and career situations.
- **Troubled Employee** – An employee who may develop an unacceptable pattern of job performance as a result of a personal/medical problem. An employee may act to address the problems and seek assistance before the work performance is significantly affected.
- **Self-Referral** – An employee or eligible family member who recognizes that he/she is experiencing a personal problem and contacts the EAP for an appointment. (The supervisor may have been involved in an effort to inform the employee about the benefit of EAP.)
- **Management Referral** – An employee who is facing problems that are resulting in unacceptable job performance patterns to the degree that disciplinary action is current and the supervisor encourages the use of EAP.
- **Mandatory Referral** – An employee who is required to have a Fitness for Duty/Risk Assessment Evaluation.
- **Authorization Form** – Document authorization release of information to management from an employee, family member and/or treatment referral.

SECTION NINE: Staff Members

Department of Health and Human Services coordinates Department EAP Program Administration.

**Ricky Collie
DHHS Human Resources
2001 Mail Service Center
Raleigh, NC 27699-2001
919-733-2662**

DHHS Employee Assistance Offices

Provides technical assistance, assessment services, and training support for the DHHS Divisions, Facilities, and Schools.

**Vicki Harrington
Eastern Regional Office
404 St. Andrews Drive
Greenville, NC 27834
252-355-9035
800-451-6324 Toll Free Pager**

**Karen Molli
Western Regional Office
Black Mountain Center
952 Old U. S. Highway 70, West
Black Mountain, NC 28711
828-669-4398
888-774-7926 Toll Free Pager**

**Ray Robbins
Central Regional Office
1003 Richardson Drive
2001 Mail Service Center
Raleigh, NC 27699-2001
919-855-4730
800-603-8486 Toll Free Pager**

Employee Assistance Program Consultants

Coverage Responsibility

NOTE: Coverage for the EAP Consultants are listed below by counties and division/facilities/schools. County listings are for the field based contacts.

If you are a field based Division employee, contact the EAP Consultant listed for your county.

Vicki Harrington – Eastern Region

Counties

Beaufort	Lenoir
Bertie	Martin
Brunswick	Nash
Camden	New Hanover
Carteret	Northampton
Chowan	Onslow
Craven	Pamlico
Currituck	Pasquotank
Dare	Pender
Duplin	Perquimans
Edgecombe	Pitt
Gates	Sampson
Greene	Tyrrell
Halifax	Wake
Hertford	Washington
Hyde	Wayne
Jones	Wilson

Divisions/Facilities/Schools

Caswell Center
Cherry Hospital
Disability Determination
Eastern School for the Deaf
MH/DD/SAS
Medical Assistance
NC Special Care Center
O'Berry Center
Services for the Blind
Services for the Deaf & Hard of Hearing
Vocational Rehabilitation
Walter B. Jones ADATC
Governor Morehead School
Office of Education Services

Ray Robbins – Central Region

Counties

Alamance	Moore
Anson	Orange
Bladen	Person
Caswell	Randolph
Chatham	Richmond
Columbus	Roberson
Cumberland	Rockingham
Durham	Scotland
Franklin	Vance
Granville	Wake
Guilford	Warren
Harnett	
Hoke	

Divisions/Facilities/Schools

Division of Aging
BATC
Child Development
Early Intervention/Education
Facility Services
John Umstead Hospital
Murdoch Center
Office of the Secretary
Public Health
Social Services
Whitaker School
Wright School

**Johnston
Lee
Montgomery**

Karen Molli – Western Region

Counties

**Alexander
Alleghany
Ashe
Avery
Buncombe
Burke
Cabarrus
Caldwell
Catawba
Cherokee
Clay
Cleveland
Davidson
Davie
Forsyth
Gaston
Graham
Haywood
Henderson
Iredell**

**Jackson
Lincoln
Macon
Madison
McDowell
Mecklenburg
Mitchell
Polk
Rowan
Rutherford
Stanley
Stokes
Surry
Swain
Transylvania
Union
Watauga
Wilkes
Yadkin
Yancey**

Divisions/Facilities/Schools

**Black Mountain Center
Broughton Hospital
Julian F. Keith ADATC
J. Iverson Riddle Center
Western School for the Deaf**

SECTION TEN: Resources

Listed below are some web pages that may assist in locating resources.

DHHS Human Resources – www.dhhs.state.nc.us/humanresources

DHHS EAP – www.dhhs.state.nc.us/humanresources/esb/eapframe

